

State of Utah Certified Public Manager

COURSE DESCRIPTIONS

COURSE 1: MANAGING EMPLOYEE PERFORMANCE

Participants in this program develop competencies necessary for effective supervision. Competencies were developed by the State Training Consortium in congruence with the State of Utah Department of Human Resource Management guidelines for supervisory candidates and supervisory training.

Course 1 is designed for:

1. Supervisors and managers serving in city, county, state, or federal government organizations.
2. New supervisors and candidates for supervisory positions.
3. Employees interested in career advancement.

Certificate requirements:

100 hours within one calendar year.
Course 1 practicum (video-taped role play)
Course 1 paper
Successful completion of Course 1 examination.

Managing Employee Performance Course Content:

Management Dynamics
Leadership
Communication
Ethics
Motivation
Delegation
Conflict Resolution
Coaching & Training
Risk Management & Liability
Performance Planning & Assessment
Recruitment, Compensation & Classification
Corrective Action, Discipline & Termination
Practicum

WHAT OUR PARTICIPANTS ARE SAYING ABOUT OUR PROGRAM

"Provided outstanding information which made my transition from worker to supervisor successful."

"Great to share experiences with fellow employees."

"Clear, practical helps."

"Hard work, but clearly worth it."

COURSE 2:

March 2002

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COURSE DESCRIPTIONS

MANAGING WORK IMPROVEMENT

Participants develop competencies for managing teams, work groups, collaborative efforts and interactive projects and meetings. Competencies were developed by the State Training Consortium in congruence with the State of Utah Department of Human Resource Management guidelines for management candidates and management training.

Course 2 is designed for:

1. Middle managers and new managers serving in city, county, state, or federal government organizations.
2. Supervisors seeking career advancement.
3. Team leaders and team members.

Certificate requirements:

100 hours within one calendar year.
Course 2 practicum (case study)
Course 2 paper
Successful completion of Course 2 examination.

Managing Work Improvement Course Content:

Organizational Dynamics
Organizational Culture & Climate
Team Development
Meeting Management
Decision Making
Problem Solving
Advanced Team Building
Customer & Customer Service
Improving Work Processes
Practicum

ABOUT OUR PROGRAM

"Very good text and knowledgeable instructors."

"Instructor used current events and as part of the discussion which made course applicable."

"On target, relevant to work place."

"I never knew the difference between team work and working teams until I took this training."

WHAT OUR PARTICIPANTS ARE SAYING

March 2002

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COURSE 3: MANAGING ORGANIZATIONAL FUNCTIONS (FULL CERTIFICATION)

Participants develop competencies to lead effective organization-wide change efforts. Competencies were developed by the State Training Consortium in congruence with the State of Utah Department of Human Resource Management guidelines for management candidates and management training.

Course 3 is designed for:

1. Managers serving in city, county, state, or federal government organizations, seeking additional skills.
2. Members of Quality Improvement Teams and councils.

Certificate requirements:

100 hours within one calendar year.
Course 3 practicum (team consulting project)

Managing Organizational Functions Course Content:

Introduction and Orientation To Practicum
Conflict Resolution
Diversity
Effective Presentations
Team Presentations
Financial Management
Legislation
Building & Sustaining The Momentum of Change
Practicum

WHAT OUR PARTICIPANTS ARE SAYING ABOUT OUR PROGRAMS

"Learned more about management here than any other course ever taken."

"The instructor was exceptionally qualified."

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COURSE DESCRIPTIONS

MANAGEMENT DYNAMICS

Management styles and leadership traits have long been a subject of study, but whether in government or the private sector, managing people is exactly the same. Assisting employees to catch the vision and perform the necessary functions that make that vision a reality is basic to management in all organizations. Given the current environment within which governments must operate with increasingly greater pressure to produce more services for the public at less expense to the taxpayer, it is imperative that public employees understand that they are part of a business and that their actions must reflect a desire to make their functions as efficient and effective as possible. The concept of Total Quality Management or Continuous Improvement is vital to good management.

Objective: This module will help participants understand management functions and write a strategic plan.

LEADERSHIP & ADVANCED LEADERSHIP

Organizations of all types are constantly searching for people who can lead workers towards production increases and quality improvements. One of the hallmarks of a successful leader in the competitive workplace of the future will be the ability to effectively utilize highly skilled workers to operate the sophisticated equipment that is in constant change in an ever changing environment.

Objective: This module will introduce participants to leadership concepts and management philosophies; and will teach participants to comprehend, apply and analyze leadership skills, attitudes, and behaviors which are associated with quality led organizations.

COMMUNICATION

Organizations, public and private, recognize effective and efficient communication as an essential commodity in the workplace. More than ever, government employees are becoming empowered. As they participate more in organizational dynamics, they are being called upon to present ideas, programs, or proposals to customers, co-workers, and management. Oral communication skills can be continually improved upon. Knowing and practicing the steps of effective communication increases confidence and leads to successful organizational efforts.

Objective: This module will help participants to improve interpersonal communication skills, improve the ability to communicate ideas, and deliver presentations.

ETHICS

Excellence is a process, not just an outcome. Excellence calls for character ...integrity ... fairness...honesty...a determination to do what's right. High ethical standards, across the board. Employees in state government need to develop a strong government conscience. Ethical muscle, for lack of a better term. We can't afford anything else.

Objective: This module provides participants with the ability to develop and manage a successful ethics program and practice for the organization for which they are responsible.

MOTIVATION

The Equitable Exchange Theory or "what's in it for me" idea is a recognized motivation for all employees. Capitalizing on the theory creates a new and dynamic way of getting commitment from employees to perform the tasks for which they are responsible. For supervisors this is somewhat like, "keeping the monkey off your back." The course deals with all theories of motivation as well as a concrete process for ensuring commitment to quality through empowering the employee.

Objective: This module helps participants understand how to motivate those they supervise to achieve greater productivity and job satisfaction.

DELEGATION (WORK CONTRACTING)

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Characteristically, successful organizations involve all employees according to their interests and skills in the production of quality goods and services for their customers. It is the responsibility of managers to identify the right employees for the task and to assign them to produce a product or service that will contribute to the organization's final product or service. In many organizations, the process of assigning tasks is called delegation. In today's team-oriented organizations where consensus and mutual decision making are the rule, the term "work contracting" describes the work distribution process.

Objective: This module helps participants use work contracting more effectively and appropriately.

CONFLICT RESOLUTION

Lack of or poor communication has been used as the reason for failures at all levels of the organization. The ability to express our ideas in a way that can be understood by those to whom we are directing them is difficult under the best of circumstances. Ideas are filtered through values, egos and our own experience base. These are usually the causes of conflict among people, organizations and societies. These subjects are all discussed in this class with the intent to understand and simplify the complexity.

Objective: This module introduces participants to the concept of conflict in the workplace and to help participants resolve conflict when it occurs.

COACHING AND TRAINING

The art of coaching lies in the ability to feel successful when the individuals you coach succeed. Assisting an employee to successfully accomplish the tasks assigned requires establishing end results and parameters and then

allowing the employee the power to determine his or her own best way to accomplish the assignment.

Objective: This module assists participants to develop employees through training and education.

RISK MANAGEMENT & LIABILITY

An understanding of the legal liabilities associated with hiring and supervising employees in today's litigious environment is imperative not only to the supervisor but, ultimately the citizens of the state whose tax dollars are squandered when used to pay for mistaken judgement by state employees. Issues discussed in this session include such topics as due process, liability management and liability risk.

Objective: This module helps participants improve their ability to develop and administer an effective liability management program for their area of responsibility.

PERFORMANCE PLANNING AND ASSESSMENT

In a number of studies that have been done to determine what employees consider to be a "fair" working environment, not knowing expectations or not knowing how they are doing the job has been regarded as a primary contributor to an "unfair" work place. Employees want to

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know where they stand. Every government position has a description of the tasks and functions necessary to perform that job. A performance plan is written from the job description. The plan outlines the accountability for which the employee is held accountable. The plan is necessary not only in the hiring process, but all employees want to know how their performance will be measured and rewarded. In government where the bottom line is not necessarily a determinant of the following year's salary schedule, it is often difficult to help an employee see the relevance of performance assessment and salary. This challenge is addressed in this course.

Objective: This module helps participants understand how to manage employee performance, to appreciate the value of good performance planning, and to write a meaningful, measurable, and objective employee performance plan.

RECRUITMENT, COMPENSATION AND CLASSIFICATION

Selecting the best qualified candidate for any of the many position in government is not an easy process. However, ensuring that the process of selection follows due process requirements is. This module covers all the steps from advertising the position through the selection process. The state's Utah Skill Match program, classification system, and compensation system will be discussed and understood. Developing a job description is also an aim of the course.

Objective: This module is designed to give participants a basic knowledge of applicable laws, rules, and steps involved in the recruitment and selection process, the compensation system, and the state's classification system.

CORRECTIVE ACTION, DISCIPLINE AND TERMINATION

Corrective action is a plan that both the employee and the supervisor agree upon as a means of changing a behavior. The action may be taken as a measure toward increased skills, knowledge and improved attitude toward the assigned work. Disciplinary action follows corrective action when corrective action does not achieve the desire

intended. When both of these measures fail to get the desired change in behavior termination becomes the only option. It is costly to hire and train an employee and terminating an employee in whom the state has already invested is not the desired outcome, but may be the only option.

Objective: This module provides participants with an overview of due process as it relates to changing and improving the work habits of employees whose work does not meet the standard identified. It introduces procedures to follow to allow the employee to make positive changes and outlines procedures to follow if improvement is not made.

COURSE I PRACTICUM

The exercise, known as the "Tony Exercise" is to demonstrate competency on the part of the participant in delegating or doing a work contract with an employee. The participant is given 20 minutes to prepare as assigned topic before contracting with Tony to accept responsibility for the assignment. The process is video taped and replayed for the purpose of analyzing the outcome. It is designed to be a learning experience where doing a work contract is a "safe" experience, thus enabling the participant to apply what has been learn.

COURSE II PRACTICUM

Applying the concepts learned about teams, how teams function and how to charter effective teams are demonstrated by this practical experience. Individuals are put in teams which then determine its roles and behavioral rules. They must write a problem statement and then apply the problem solving process to solve the problem.

ORGANIZATIONAL DYNAMICS

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Understanding how organizations operate is essential to successfully managing the outputs and purpose of the organization. This course will enable the participant to understand the basic components of the business systems, suppliers, inputs, functions, outputs, and customers, used by governments and other organizations. Continuous improvement processes are introduced and the concept of "value added"

Objective: This module helps participants understand the dynamics of government organizations, and to identify areas in which they may improve.

ORGANIZATIONAL CULTURE AND CLIMATE

Paradigm shift concepts, which were introduced in leadership courses are discussed and analyzed as they apply to governmental agencies. The intent is to prepare managers to effectively see where changes are necessary and apply what has been taught to make those changes smoothly and efficiently.

Objective: This module demonstrates the ability to create, maintain and change an organization's culture and climate.

TEAM DEVELOPMENT

High performance teams are committed to the purpose and mission for which they are responsible. They also are committed to each other as their trust, skills, competence grows. Teams move through stages of development in achieving desired results. Teams also determine their own rules of behavior and the roles they play and share. The success of the teams comes through working with an established process all members understand and apply.

Objective: This module helps participants understand the types and characteristics of organizational teams. The Quality Improvement Process (QIP) team is a particular focus. Participants will understand how teams are chartered and what roles are in teams. Participants will be able to develop ground and operating rules and to help teams reach maturity.

MEETING MANAGEMENT

Most everyone has attended a meeting for which they have seen little or no purpose. Most everyone has also attended a highly successful meeting, but most of us are hard pressed to know what preparations have made the difference. Having the right people in attendance, a prepared agenda with advance distribution, minutes of previous actions and keeping the meeting focused on purpose are all components of successful meeting planning.

Objective: This module will introduce the steps of preparing for, conducting, and following up after a meeting. Participants will understand how to improve meetings as a facilitator and participant.

DECISION MAKING

Decision are made continuously, both good and bad ones. And all decisions yield a result. Decisions are made at all levels of the organizations and is a deciding factor between management positions and subordinate ones. But what are the steps used in making decisions and which ones produce the best decision? A specific model for decision making is introduced in this course and becomes the method for problem solving in high performance teams.

Objective: This module will help participants understand and appropriately follow and use three decision-making elements: 1) process steps, 2) styles, and 3) tools.

PROBLEM SOLVING

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Problems abound in any organization and solving them becomes the real work of the day. Often times problems that were thought to be resolved only re-surface and appear bigger than originally. Identification of the "real" problem is the first step to solving the problem. The next step is getting to the root cause of a problem and then to the solution. The decision making model is used in problem solving process and is primary to real problem solving.

Objective: This module introduces participants to processes for solving challenges.

ADVANCED TEAM BUILDING

Creating teams in any organization is only the first step to improving work processes. However, successful teams develop slowly over a recognized process. Team members must be committed to the purpose for which they were created and to each team member of the team. This course also deals with how the charter of a team operates to ensure the success of the team.

Objective: This model helps participants organize, create, maintain and be a member of a high functioning team.

CUSTOMER & CUSTOMER SERVICE

A major characteristic of quality management is the recognition that the success of any organization rests with meeting the needs of their customers. The ultimate value of any service or product is determined by the person who receives it. Organizations have both internal and external customers whose needs must be met.

Objective: This module helps participants comprehend and evaluate customer service principles as they relate to work outputs.

IMPROVING WORK PROCESSES

"If it can't be measured, it doesn't exit," is an axiom with which many people are familiar. Establishing benchmarks

as a means of determining improvement is one of the methods used to improve work processes. Doing it right the first time, zero defects, and pro-active thinking are also concepts that must be understood if improvements are made on a continuous basis in the processes or functions of the jobs performed.

Objective: This module teaches participants to comprehend, apply and evaluate the principles of improving work processes and establishing a continuous quality improvement strategy.

REACTION COURSE

This course is presented by staff at an outside site where the participants can test their individual and team skills in problem solving, trust and ability in real activities. The site varies but may be held at Camp Williams Reactionary Course, the University of Utah, or a course in rural Utah where experiential learning can occur. Participation in the learning is optional for participants in the CPM Program, but attendance is mandatory.

Objective: This course helps participants face significant challenges in applying team building and problem solving skills in a safe learning environment.

INTRODUCTION & ORIENTATION TO PRACTICUM

Organizations have personalities, traditions and mores which present both advantages and disadvantages to workers, management and the bottom line. Understanding these conditions is essential to directing changes that have positive impact on the organization. Participants will be organized into teams which are given a real agency problem to solve. The solution is presented to management in the final session of the class. This practicum provides real life problem solving as well as an interface with the top management of government agencies around the state.

Objective: This module organizes participants into work teams to apply skills and principles from all previous classes to solve a "real-life" organizational problem.

CONFLICT RESOLUTION

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A potential for conflict among individuals in the work place is always present. Individuals can choose ways that allow conflict to be a positive force rather than a negative one, but these options are not always known. This course is designed to provide participants with skills that allows them to work in any circumstance with positive outcomes.

Objective: This module helps participants understand the process of conflict resolution. Participants will understand what conflict is, how to recognize it, and what to do about it. Understanding a conflict resolution process model and its practical application will help participants deal with conflict more effectively and constructively.

MANAGING DIVERSITY

People have always been uniquely different, but this has only recently been recognized for the implications it presents. Differences serve to stretch our ability to think and understand. Diversity has the power to strengthen as well as erode the ability of the workforce. Utah is becoming a recognized diverse population and that poses new problems for managers in the public sector. Melding the differences in values, culture, gender, race and religion challenges all leaders today.

Objective: This module helps participants understand the importance of diversity in the workplace, the need to comply with federal laws, and the significant contribution that people of different cultures present to an organization.

EFFECTIVE PRESENTATIONS

Public speaking is a form of presentation and is done to inform, entertain and provoke a response from the audience. Managers in the public sector are often placed in a circumstance with which they must inform and provoke not only their customers, but their suppliers as

well. Doing this effectively may make the difference in an appropriation or bill being passed and approved or not.

Objective: This module assists participants in understanding all the components of a successful presentation, and to utilize those skills in a presentation to class participants.

EFFECTIVE TEAM PRESENTATIONS

Elements of this course include the design and role of a team and how it reports to the chartering agency. Key management personnel are busy people and want information presented to them in a concise and understandable way. The outcome of a team's proposal is highly dependent on the way in which the presentations is made.

Objective: This module provides participants with an overview of what comprises a successful presentation and the skills to produce and deliver one. The presentation of the team's project in this course is a major subject in this training.

FINANCIAL MANAGEMENT

It is necessary to comprehend the major feature of governmental financial management and budgeting to effectively manage the many programs of state government. All agencies within government have a similar and yet unique nature in their political relationships to both the legislature and the planning and budget office. The class is taught by representatives from both the planning office and the Governor's office.

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Objective: This module helps participants understand the important effect that budgets and the budget decision making process have on public management. They will know about the major features of public budgeting and governmental financial management.

LEGISLATION

The State Legislature is composed of citizens whose interests vary from several political persuasions, interests and values. The composite of this diversity makes for interesting sessions. Understanding these forces that dominate state government helps prepare the participants to deal effectively within the complexity. The policy making process that involves lobbyists, private citizens, administrators and the individual legislators is discussed and analyzed.

Objective: This module helps participants comprehend the role of the legislature in the state policy and administrative processes, and the relationship between legislators and agencies.

BUILDING AND SUSTAINING THE MOMENTUM OF CHANGE

Change is a competition for the future. It must be viewed from the perspective of how it affects the present system and changes the roles people play. It requires energy to make the change and a process through which the change can occur. This course deals with a process model, discusses the leadership and vision necessary to build and sustain change.

Objective: This module provides a framework and tools for getting and keeping support for change.

ADVANCED CPM PRACTICUM

This is the culmination of the problem solving activity where team members present their findings to the agencies whose problems they have addressed. This is the real test of the Certified Public Manager Program.